



129th Annual General Meeting

March 13, 2019

Best Western Glengarry Convention Centre

Truro, N.S.



**Annual General Meeting
March 13, 2019, 11 a.m.
Best Western Glengarry Hotel and Convention Centre, Truro, NS**

AGENDA

- 1. Call to Order**
- 2. Introductions of Executive and Board/Regrets**
- 3. Approval of Agenda**
- 4. Approval of Previous AGM Minutes**
- 5. Business Arising from Previous AGM Minutes**
- 6. Reports**
 - 6.1 President's Report – Joanne McRae
 - 6.2 Executive Director's Report – Sherry Martell
 - 6.3 Auditor's Report – Grant Thornton
 - 6.4 Committee Reports
 - a. Policy Committee Report – Matthew Mossman
 - b. Membership and board engagement and retention committee- Ron Smith
 - c. Youth Retention, Investment and Engagement Committee Report – Peter Theisen
 - d. Events Committee Report – Connie Baird
 - e. Nominating Committee Report and Election of Officers – Alex Stevenson
- 7. New Business**
 - 7.1 Swearing in of New Executive – George White
 - 7.2 Incoming President Report
 - 7.3 2018 Budget Presentation – Amanda Pothier
 - 7.4 Appointment of Auditors
- 8. Adjournment**

Lunch and Learn to follow at noon with Bill Hay, Chairman of Trucorp

Truro & Colchester Chamber of Commerce
AGM, March 13, 2019
Outgoing President's Report- Joanne McRae

It has been another exciting year for the Truro and Colchester Chamber of Commerce as we continue to act as the voice of business in our region. During the past year, we have continued to collaborate with government of all levels, local businesses and organizations, the Truro and Colchester Partnership for Economic Prosperity, and other Chambers in the region to ensure the voices of our members and businesses from the area are heard and their interests are protected as our region continues to grow and flourish.

Truro and Colchester is a vibrant place to live and work and we need to continue to share that message within and beyond our region. We are currently seeing lots of activity in the Truro Industrial Park with local businesses expanding their operations and moving to the Park. In downtown Truro there is ongoing construction on a number of buildings. In Stewiacke, there is a new development underway and we anxiously await to see what businesses will locate there. In Tatamagouche, there has been a revitalization of Main Street with a number of businesses growing and transforming the spaces along the street becoming a tourist destination. In Colchester County, we are seeing existing business expand and new developments.

As part of our continued commitment to local business we have been guided by our strategic plan and business plan to focus our efforts. We also continued our efforts on advocacy, to continue to bring the issues that affect business to the forefront. We were pleased to host roundtables on agriculture and cannabis to provide resources to local businesses to better understand issues that will affect their operations. Our agriculture roundtable highlighted key issues that the agriculture sector is facing which is an important piece of our local economic framework. We have also provided feedback from our members on a number of important topics that will affect businesses and our region such as the minimum wage increases, electoral boundaries and the plan to move the RCMP Communications Centre from our region.

In May, we were pleased to host the Atlantic Canada Chamber of Commerce Annual General Meeting in Truro, showcasing what our community has to offer to Chambers across the region. In September our Executive Director, Sherry Martell and incoming President Ron Smith represented our Chamber at the Canadian Chamber of Commerce Annual General Meeting in Thunder Bay, Ontario. This was an exciting week for our Chamber as Sherry was recognized for her outstanding performance in her role, receiving the Chamber Executive of the Year for Chambers with less than 500 members as well as becoming one of the first Canadian Chamber Executives to receive their national accreditation. We were pleased that Sherry was recognized as she is a key piece of our local Chamber and works diligently to ensure business in our region is represented. During the AGM, our Chamber also presented our Mental Health for Entrepreneurs policy at the national policy meeting which was accepted by Chambers across the country. We also co-sponsored an important policy regarding the Isthmus of Chignecto and the important infrastructure that connects Nova Scotia to the rest of the Country. Both of these policies are now included in the Canadian Chamber of Commerce policies for the upcoming year.

Thank you for providing me the opportunity to act as the President of the Truro and Colchester Chamber of Commerce. I look forward to continuing to be involved throughout the next year as the Past President helping your Chamber continue to represent businesses in Truro and Colchester.

Respectfully Submitted,

Joanne McRae
Outgoing President, Truro & Colchester Chamber of Commerce

Truro & Colchester Chamber of Commerce
AGM March 13, 2019
Executive Director's Report

I would like to begin by offering my appreciation and thanks to outgoing president Joanne McRae for her wise leadership and welcoming personality which has engaged our membership. I would also like to recognize the contribution of our Past-President Alex Stevenson as he carries out his last official duty today with our board that he has served on for more than seven years. I extend warm thanks to our executive committee and our board of directors for their guidance and support during the past year.

You will hear many updates about the chamber's activities during the past year in the reports to follow during our AGM program. As a rural Chamber, the largest in the province outside of Halifax, we have been a leader in this network. We have set and accomplished goals that on the outset may have appeared far out of reach for an organization of our scale. Today, I ask you to join me in celebration of several of those accomplishments.

In September, I was honoured to be selected as the 2018 recipient of the Chamber of Commerce Executive Director of the Year Award presented by the Chamber of Commerce Executives of Canada. Receiving the top executive of Canada award was humbling knowing there are more than 450 phenomenal Chamber leaders across this county. However, I did not earn this honour alone. Our staff, office administrator Fran Thomas and events coordinator Amanda Grant, work tirelessly on behalf of the membership to ensure we are fiscally responsible, offer quality experiences and provide support to our members. Your chamber is also fortunate to have a talented Board of Directors led by people who continuously strive for excellence and a stable of working committees dedicated to the success of our organization.

I would also be remiss if I did not mention the support and partnerships the Chamber values with our local municipalities, village commissions, First Nation community, Dalhousie University and Truro Campus of the Nova Scotia Community College, as well as other organizations within the region working for the benefit of business.

While our advocacy efforts will be detailed in the policy committee report, here are a few other highlights from the past year I would like to share:

In the past year we have carried out the second round of fundraising as a major stakeholder for the Truro & Colchester Partnership for Economic Prosperity. This is part of a three-year commitment to raise more than \$180,000 from the business community in support of economic development. We have partnered with Tourism Nova Scotia for a third year which collectively we have provided more than \$150,000 to frontline tourism workers. We have grown our Member-2-Member program, which promotes local shopping, by 600 per cent, in just one year and we are looking forward to further growth in 2019.

We have enhanced our "New Business" welcome packages delivered by our office to include gifts and coupons from more than a dozen members promoting the power of our network. Your Chamber has modernized its membership fee collection process to offer a monthly billing option for small business aiming to increase membership. Our event and activity numbers continue to grow year over year. In 2018 we hosted more than 50 events and activities, which when measured by attendance, offered about 1,200 networking opportunities to connect with a new client or improve your supply chain.

Looking forward to 2019 we have more exciting initiatives. Your Chamber will undergo a strategic planning process to set direction for the next three years. We are currently working on a special project designed to increase an awareness of the community amenities for newcomers. This year we are partnering with Citslinc, a recognized travel agent that works exclusively with chambers, to offer an all-inclusive 10-day trip to China.

We are very excited to share that later this spring, our Chamber, in partnership with NSCC web development students, will launch an interactive Tidal Bore times app supporting local tourism. 2019 is a federal election year and we are ready to roll our election debates once the writ is dropped.

Along with these highlights, in 2019 we will continue our core advocacy activities while hosting a wide range of educational and social networking events with the needs of our more than 430 members always at the forefront of our planning.

We know we need to continuously evolve, explore new ways of doing things to meet the needs of our members. We strive for excellence everyday working toward the vision that the Colchester area business community is collaborative, connected and thriving.

Respectfully submitted by,
Sherry Martell
Executive Director
Truro & Colchester Chamber of Commerce

Truro and Colchester Chamber of Commerce

Statement of revenues and expenses

Year ended December 31	2018 Budget (unaudited)	2018	2017
Revenues			
Membership fees	\$ 80,000	\$ 78,587	\$ 80,198
Insurance commissions	45,000	48,461	47,195
Regional Enterprise Network	-	70,600	-
Other earnings (Note 3)	<u>35,750</u>	<u>46,276</u>	<u>49,155</u>
	<u>160,750</u>	<u>243,924</u>	<u>176,548</u>
Expenses			
Advertising	4,000	6,453	3,869
Amortization	750	1,422	677
Annual meeting and conferences	3,500	3,711	3,160
Bad debt	-	-	25
Bank charges	1,200	1,358	1,268
Consulting fees	1,000	200	1,650
Dues and fees	3,500	3,234	3,562
Insurance	1,200	1,187	1,198
Meeting and travel expenses	2,500	2,395	2,522
Miscellaneous	200	-	-
Office rent	10,080	10,080	10,080
Office supplies and cleaning	2,500	2,401	3,212
Postage	800	558	544
Professional fees	5,000	6,638	6,233
Salaries and benefits	112,920	113,623	105,400
Utilities	<u>3,600</u>	<u>3,770</u>	<u>3,575</u>
	<u>152,750</u>	<u>157,030</u>	<u>146,975</u>
Net from operations	<u>8,000</u>	<u>86,894</u>	<u>29,573</u>
Special project expenses			
Business development project	2,500	-	-
Legacy award	2,500	2,500	2,500
Regional Enterprise Network	-	70,600	-
Scholarship	3,000	3,000	3,000
Other special projects	<u>20,000</u>	<u>2,016</u>	<u>-</u>
	<u>28,000</u>	<u>78,116</u>	<u>5,500</u>
Excess (deficiency) of revenues over expenses	<u>\$ (20,000)</u>	<u>\$ 8,778</u>	<u>\$ 24,073</u>

See accompanying notes to the financial statements

Truro and Colchester Chamber of Commerce

Statement of financial position

December 31	2018	2017
Assets		
Current		
Cash and cash equivalents (Note 4)	\$ 150,513	\$ 220,526
Receivables	28,407	25,154
Prepays	<u>1,641</u>	<u>1,642</u>
	180,561	247,322
Long term investments	80,000	-
Capital assets (Note 5)	<u>6,762</u>	<u>2,043</u>
	<u>\$ 267,323</u>	<u>\$ 249,365</u>
Liabilities		
Current		
Payables and accruals (Note 6)	\$ 3,282	\$ 5,230
Unearned revenue (Note 7)	<u>95,156</u>	<u>84,028</u>
	<u>98,438</u>	<u>89,258</u>
Net Assets (Page 6)		
Investment in capital assets	6,762	2,043
Unrestricted	<u>162,123</u>	<u>158,064</u>
	<u>168,885</u>	<u>160,107</u>
	<u>\$ 267,323</u>	<u>\$ 249,365</u>

On Behalf of the Board

_____ President _____ Executive Director

Truro and Colchester Chamber of Commerce

Statement of cash flows

Year ended December 31	2018	2017
Increase (decrease) in cash and cash equivalents		
Operating		
Excess of revenues over expenses	\$ 8,778	\$ 24,073
Amortization	<u>1,422</u>	<u>677</u>
	10,200	24,750
Change in non-cash operating working capital		
Receivables	(3,253)	(19,510)
Prepays	1	(386)
Payables	(1,948)	(4,086)
Unearned revenue	<u>11,128</u>	<u>53,877</u>
	16,128	54,645
Investing		
Acquisition of tangible capital assets	(6,141)	-
Long term investments	<u>(80,000)</u>	<u>-</u>
	(86,141)	-
(Decrease) increase in cash and cash equivalents	(70,013)	54,645
Cash and cash equivalents, beginning of year	<u>220,526</u>	<u>165,881</u>
Cash and cash equivalents, end of year	\$ 150,513	\$ 220,526
<hr/>		
Represented by:		
Cash and cash equivalents	\$ 58,636	\$ 200,026
Restricted cash	<u>91,877</u>	<u>20,500</u>
	\$ 150,513	\$ 220,526

See accompanying notes to the financial statements

Truro and Colchester Chamber of Commerce
Statement of changes in net assets

Year ended December 31, 2018

	<u>Investment in capital assets</u>	<u>Unrestricted</u>	<u>2018 Total</u>	<u>2017 Total</u>
Net assets, beginning of year	\$ 2,043	\$ 158,064	\$ 160,107	\$ 136,034
Excess (deficiency) of revenues over expenses	(1,422)	10,200	8,778	24,073
Transfer	<u>6,141</u>	<u>(6,141)</u>	-	-
Net assets, end of year	\$ <u>6,762</u>	\$ <u>162,123</u>	\$ <u>168,885</u>	\$ <u>160,107</u>

See accompanying notes to the financial statements

Truro & Colchester Chamber of Commerce
Report of the Policy Committee
March 13, 2019

The Truro and Colchester Chamber of Commerce adopted seven policy resolutions at its Annual General Meeting on March 8, 2018. The policies which include Tourism, Government Relations, Economic Development, Transportation and Infrastructure, Addressing Entrepreneurship Mental Health, Membership and Human Resources form the foundation for the chamber to allocate resources to advocate for the benefit of the business community. Policies are valid for two years and are set to expire in 2020 at the 130th AGM.

Our Chamber was active in 2018 at the national policy level, sponsoring our policy Addressing Entrepreneurship Mental Health, co-sponsored by five other Nova Scotia chambers and the Atlantic Chamber of Commerce, as well as co-sponsoring a policy with the Atlantic Chamber of Commerce "Protect Vital Trade Infrastructure on the Isthmus of Chignecto". Both passed by majority vote at the Canadian Chamber of Commerce AGM in Thunder Bay, Ont., and have been added to the official Policy Book 2018.

During the past year your Chamber was actively addressing our policies which I will outline here:

Tourism – The chamber has continued its support for tourism by publishing the Tidal Bore Guide. For the past three years, the Chamber has also partnered with Tourism NS to administer funding and support for the visitor information centers in Cumberland, Colchester and East Hants. Through these efforts more than \$150,000 has been provided to nine local centres directly supporting tourism. The chamber continues to sit on a committee aimed at sustainable tourism marketing of the region.

Government Relations – We advocated for the interests of our members on the Federal Government's proposed changes to the taxation of small business. The Chamber hosted a Chief and mayors' breakfast, invited Cumberland-Colchester MP Bill Casey to a luncheon, hosted roundtables on agricultural and cannabis regulations, lunch with Business Minister Geoff MacLellan and also hosted Federal Conservative Party Leader Andrew Scheer at a luncheon in May. We have continued to meet with representatives of all levels of government in the region to advocate on a variety of issues that would support a healthy business community.

Economic Development – In 2017, The Truro and Colchester Regional Enterprise Network was launched and is now operating as the Truro & Colchester Partnership for Economic Prosperity or TCPEP. As a major stakeholder in that organization we have worked closely with its leadership and supported its strategic planning process. There are 44 partners providing financial support for TCPEP through our Chamber network totaling more than \$60,000 annually. These vital funds, and those of other municipal and First Nation stakeholders are leveraged by matching contributions by the province. Combined, this has contributed to about \$400,000 in annual support for economic development to this region during the past year. The Chamber's three-year funding campaign will conclude in 2019 and we look forward to engaging with our enterprise stakeholders as we look to the future.

Transportation and Infrastructure – The Chamber has continued to provide information to all levels of government about the impact lack of access to broadband and cell service is having on small business in rural communities.

Membership – A Membership/Board Engagement committee was established that is focused on retention and recruitment of members. It has assisted the office in development of a Chamber Fast Facts sheet and Chamber promotion presentation focused on value proposition, and hosted targeted discussions with non-members to educate about Chamber benefits. In the past year there has been an increased focus on brand awareness with increased marketing, promoting the Return on Investment for members. There has also been a renewed focus on our Chamber's Member-2-Member program.

Human Resources – The Chamber's Youth engagement, Retention and Investment committee has been very active in 2018. You will hear more about its work in the Chairman's report later in the meeting. The Chamber partnered with the Office of Immigration last year to deliver information about programs supporting business needs for labour. The Chamber is an active participant on the Community Physician Recruitment committee and has assisted in ongoing recruitment efforts.

Entrepreneur Mental Health – We presented a policy Addressing Entrepreneur Mental Health at the Canadian Chamber of Commerce AGM, asking for federal support to address the issue. Through our efforts, recommendations have been provided to government to support entrepreneurs. Another positive result is that through our work here, we started a discussion at the national level which inspired action by the Canadian Chamber of Commerce. It has developed resources in partnership with the Mental Health Commission of Canada as well as launched a national campaign "338 Conversations" to engage Members of Parliament in discussions about Mental Health.

While this is an overview of some of our key policy initiatives, others are detailed in the Chamber's annual newsletter. This year, as the new chairman of the policy committee, I look forward to working with community leaders across a variety of sectors to identify policy priorities for the Chamber to advocate on behalf of its members.

Respectfully submitted,
Mathew Mossman, Chairman Policy Committee

Truro & Colchester Chamber of Commerce
Report of the Member/Board Engagement Committee
March 13, 2019

In the spring of 2018, the board established the Member/Board Engagement Committee to support the work of our staff.

The Committee is responsible for assisting the Board in fulfilling its responsibilities in relation to, among other matters:

- The process for recruiting and maintaining members.
- Member services and communications
- Opportunities for enhancing member and board involvement and engagement.
- Any additional matters delegated to the committee by the board.

During our first meeting, we identified a target list of non-members and discussed ways to better engage and promote the good work of our organization

A few of the projects spearheaded by the committee were the development of a Fast Facts pocket guide sharing critical information about Chamber benefits and purpose and a renewed focus on our “shop local” program Member-2-Member. Working with staff, this program has grown from six participants at the beginning of 2018, to more than 35 at present. There is even a member’s “ice breaker” social planned to promote the program and its participants at the end of this month.

Supported by staff, we hosted a series of three 12 @ 12 sessions to bring members and non-members together over a casual lunch to learn about the Chamber and to share and discuss issues impacting business in this region. One only had to listen and watch as like-minded business people made connections in the room that confirmed it was a resounding success. We believe it had a positive impact on the participants and prompted new members to join.

Even more committee involvement is on the horizon for 2019. We will host our Third Annual Member’s Barbecue encouraging members to introduce others to the organization and see the benefits of joining. We will leverage the influence of our board members, promoting them on our social media feeds stating why they are committed to our Chamber.

We will also be providing our board and committee with tools to assist them in better engaging with members at events along with helping to make introductions between participants.

While our committee is dedicated to membership growth and retention, we invite all of our members to help us accomplish our goals. Speaking positively about our organization and encouraging participation in our valuable events and programs strengthens our business community as a whole.

Respectfully submitted,

Ron Smith

Chairman of the Membership and Board Engagement and Retention Committee

Truro and Colchester Chamber of Commerce
AGM March 13, 2019
Youth Retention and Engagement Committee Report

Over the last number of years, it has become evident that there is a disconnect between youth and employers in our region. While there are great employment opportunities in the Truro and Colchester area, there are many young people who are unemployed and looking outside of our region for employment. The business community has recognized that while there is no single solution, it must work together to engage with young people, build awareness about local opportunities, and close the gap between available workforce and available positions.

Since this committee was formed at the 2016 AGM, we have worked with students, young entrepreneurs, and the business community. Our mission and has become much more defined over the last 12 months. It is:

- 1) Engage with and empower young people in Truro & Colchester,
- 2) Provide networking opportunities for young entrepreneurs,
- 3) Identify and promote local opportunities to youth,
- 4) Ultimately retain talented youth in our region

Throughout 2018, we met several times and have had successes in many areas. The board approved funds to be used by the committee, and we have used that to pay for attendance of students from local schools at Chamber events. This has allowed them to see what the Chamber is all about, as well as learn about a relevant topic in their community.

A great result of our efforts over the past few years has been the start of Y.E.S. events. Y.E.S. stands for Young Entrepreneur Session. The goal is to invite local young entrepreneurs to the table, usually around lunch-time and to provide a space for networking as well as a brief learning session around a specific topic from a local professional. Examples of topics are marketing, HR, accounting, and so on. In early April, we are hosting a session on Accounting to help young business owners around tax time. We plan to have a Y.E.S. event each quarter.

Our main focus for the next few months is our involvement at the Women That Hunt Youth Expo in Brookfield. This is the most exciting task our committee has ever taken on. Thousands of people walk through the expo each year. We are going to have a booth that promotes the Chamber and Y.E.S. events, but we are also sponsoring a table for young people to showcase their business idea, product or service. This allows a local young entrepreneur an opportunity they would have never gotten otherwise: to have a period of 2 hours of exposure to hundreds of people to demonstrate their business idea or product/service. We are accepting applications to be at our booth until April 8th. The committee will review the applications and select those who will be joining us.

We are excited to have had a few new individuals from the local business community join our committee and bring fresh ideas, experience and connections. Thank you for your support as the Chamber membership. We look forward to great progress in the coming year.

Respectfully submitted by,

Peter Thiesen, Chair of the Youth Retention and Investment Committee

Truro & Colchester Chamber of Commerce
AGM March 13, 2019
Events Committee Report

The Truro & Colchester Chamber of Commerce is a not-for-profit organization funded exclusively through membership fees, fees for services and benefits we provide. A critical source of revenue, about 23 per cent of the annual budget, is earned from our many fundraising events. The Chamber also hosts events to offer valuable social and networking opportunities helping members build their businesses.

During the past year, the Chamber has hosted more than 50 events, which were developed based on feedback from our membership. We have continued to host fun networking events such as a Curling Bonspiel, Lobster and Steak Kitchen Party, and our Annual Golf Tournament, which is scheduled for June again this year. The Chamber's Annual Fall Flavours Festival, held in September, was a sell-out this year. We are proud to have partnered with our local municipalities to showcase this local feast as a welcoming event for new physicians in this area providing them with an opportunity to meet new people and learn about offerings in the community.

Through the support of White LeBlanc Wealth Planners - Hollis Wealth, we have offered a Business Builder Breakfast series of free workshops providing practical advice on a wide variety of topics. We continued to offer monthly Lunch and Learns or Business Breakfasts from September to June. Two membership networking socials were held during 2018, the first in July, a member's barbecue co-sponsored by Warmth by Design, and the annual Mix and Jingle in December sponsored by Credit Union. We also hosted roundtables and information sessions on "hot topics" such as cannabis and agriculture-related regulations, automation and immigration.

The Chamber hosted its 128th annual awards dinner in April 2018, presenting two awards; Business Excellence, presented to Inglis Jewellers, and Business Person of the Year presented to Leo Rovers of L & R Construction. In May we hosted the Annual Mayors and Chief's breakfast sponsored by RBC.

Small Business Week was celebrated in October with a week of activities including our annual small business awards recognizing eight businesses, a Women in Business Breakfast sponsored by BDC and Grant Thornton, Women in Business Celebration evening sponsored by Patterson Law, and other networking and information events.

During 2019, the Chamber will continue its monthly events such as Lunch and Learns, social networking, roundtables, discussion panels and educational workshops along with our marquee events. We know our members value the networking opportunities our events provide them. A new event we are looking forward to is the Spring Ice Breaker at the end of this month which will showcase a number of businesses supporting our Member-2-Member shop local initiative.

Sponsorships and partnerships are key to enabling us to offer such an extensive range of opportunities for our membership. Our official radio media sponsors Big Dog and Cat Country, as well as our print media partner Hub Now, have helped us deliver important messages about our events and programs to a broad audience. I see many of you in the room today and would like to take a moment and say "thank you" for all you do to support business in this community through our Chamber network.

We encourage all of you to help us introduce future members to the benefits of the chamber by inviting them to join us at our events.

Respectfully submitted by
Connie Baird, Events Committee Member

Truro & Colchester Chamber of Commerce
Statement of Revenue and Expenses
December 31, 2018

	2018 December Actual	2018 Budget	2019 Budget	%
Revenues				
Membership Fees	78,365	80,000	80,500	98.0%
Insurance Commissions	48,461	45,000	47,000	107.7%
Other Earnings (Note 1)	42,818	35,750	41,550	119.8%
Total Operating Revenues	169,644	160,750	169,050	
Operating Expenses				
Advertising	3,705	4,000	4,500	92.6%
Bad Debt	-	-	-	0.0%
Bank Charges	1,358	1,200	1,950	113.2%
Canadian Chamber AGM/Atlantic Chamber	3,711	3,500	3,600	106.0%
Consulting Fees	150	1,000	1,000	15.0%
Depreciation	1,422	750	750	189.6%
Dues & Fees	3,234	3,500	3,500	92.4%
Director's and Commercial Insurance	1,187	1,200	1,200	98.9%
Meeting and Travel Expense	2,395	2,500	2,870	95.8%
Office Rent	10,080	10,080	10,080	100.0%
Office Supplies and Cleaning	2,602	2,500	2,400	104.1%
Postage	558	800	800	69.8%
Professional Fees	6,638	5,000	6,700	132.8%
Salaries and Benefits	113,623	112,920	119,600	100.6%
Technology	-	-	900	0.0%
Telephone and Internet	3,513	3,600	3,500	97.6%
Other Expenses	(827)	200	200	-413.5%
Total Operating Expenses	153,349	152,750	163,550	
Net from Operations	16,295	8,000	5,500	
Special Projects				
Youth project	582	-	918	
Community profile project	1,336	-	7,055	
Special Project - general	99	20,000	11,000	
Business Development Project	-	2,500	-	
Small Business Week Legacy	2,500	2,500	2,500	
Scholarship Expense	3,000	3,000	3,000	
Total Special Projects	7,517	28,000	24,473	
Excess of Revenues Over Expenses	8,778	(20,000)	(18,973)	

	2018 Dec Actual	2018 Budget	2019 Budget
(Note 1) Other Earnings			
Truro Home Show	3,611	3,500	3,500
Golf Tournament	2,764	2,500	2,500
Small Business Week	5,470	5,500	5,500
Tidal Bore Timetable	1,948	1,900	1,900
Annual Dinner	7,985	6,000	7,000
Membership Advertising	250	750	750
Political Speakers	1,813	2,000	2,000
Senate Club	(350)	(300)	(300)
Small Events/Lunch&Learns/Networking	3,286	3,500	3,500
Bonspiel/Kitchen Party	3,910	5,500	4,000
Fall Flavours	4,833	3,700	4,000
Other Revenue	6,598	500	500
Chamber Newsletter	700	700	700
China trip	-	-	6,000
	42,818	35,750	41,550

Truro & Colchester
CHAMBER
of Commerce

Thank you to these businesses and individuals for supporting the
 Truro-Colchester Regional Enterprise Network

Ambassador



Pye Group of Companies
 Pye Chevrolet
 Truro Toyota / Pye Real Estate

F. Thomas Stanfield

Partners



Rath Real Estate



STANFIELD'S.



Member



Friend



Positioning Colchester Region for future success